



In conjunction with the Deputy Assistant Secretary of Defense for Stability Operations Capabilities, the Center for Technology and National Security Policy invites you to a two-day seminar on:

**“Words and Deeds: Strategic Communication in Complex Operations”**  
Room 155, Marshall Hall, National Defense University, Ft. McNair, DC

**October 14-15, 2008**

**(Note: Date change from 8-9 October)**

This seminar addresses the links between actions and communication, between perception and culture, between technology and information, and between public affairs for domestic audiences and information operations for foreign audiences.

***Clash of Perspectives, Cultural Knowledge, and Technology***

The seminar examines the clashing perspectives of U.S. actions as depicted by American media outlets and media outlets in the Middle East, and it will use case studies from other regions to review successes and failures of public diplomacy and information operations. In the war of ideas, how does the U.S. government’s strategic communication “toolkit” compare to that of contemporary opponents such as Al Qaida and the Taliban? Can the United States match the success of its opponents in the use of communications technologies? The seminar will consider current efforts to enhance socio-cultural intelligence capabilities, such as the Human Terrain System, and explore different approaches to enhance cultural awareness among U.S. military and civilian personnel. What kind of cultural knowledge is needed for successful stability operations, who should be responsible for collecting and disseminating that knowledge, and how should it be incorporated into contingency planning?

***Words and Deeds***

What about discrepancies between words and deeds? In stability operations and counterinsurgency, it can be extraordinarily difficult to maintain coherence between the two, and any discrepancies can easily be exploited by adversaries. Can packaging improve a message if the intended audience does not like the product? The seminar will explore U.S. policies and actions that undermine the broader strategic message that the United States is attempting to communicate. Recognizing that some policies will never be popular with certain audiences, what actions can be taken to mitigate the effects of unpopular actions? At the strategic level, how can public diplomacy and other elements of national power be used most effectively? At the operational and tactical levels, how can information operations, including psychological operations, and local intelligence be used to close the gap between words and deeds and enhance informational effects? The seminar will examine ways to shape *strategic communication* after policies and actions have been taken, as well as ways to shape *policies and actions* with a view toward achieving desired informational effects.

As Of: 5 September 2008



**WHEN:** **October 14-15, 2008 (Note: This is a date change from the original invitation)**

**WHERE:** Room 155, Marshall Hall, Bldg 62, Ft. Lesley J. McNair, DC. Specific directions will be provided to all registrants prior to the event.

**WHAT:** Two day seminar with question and answer discussion. Agenda will follow. There is no cost to participate.

This event is a continuation of the NDU-CTNSP seminar series on stability operations. Themes, speakers and topics will vary from course to course, so prior attendees are welcome. Information on previous seminars may be found at the following site:

[http://www.ndu.edu/ctnsp/StabOps\\_course.htm](http://www.ndu.edu/ctnsp/StabOps_course.htm)

**HOW to register:** Respond by email to [CTNSP-NCO@ndu.edu](mailto:CTNSP-NCO@ndu.edu) with your name, title, position, organization, email and phone number.

**PLEASE NOTE: Administrative details and the seminar agenda will follow.** If you know of someone who would welcome an invitation to this course, please forward this email. Specific questions may be addressed to Dale Erickson, at [ericksond2@ndu.edu](mailto:ericksond2@ndu.edu) or 202-685-5103.